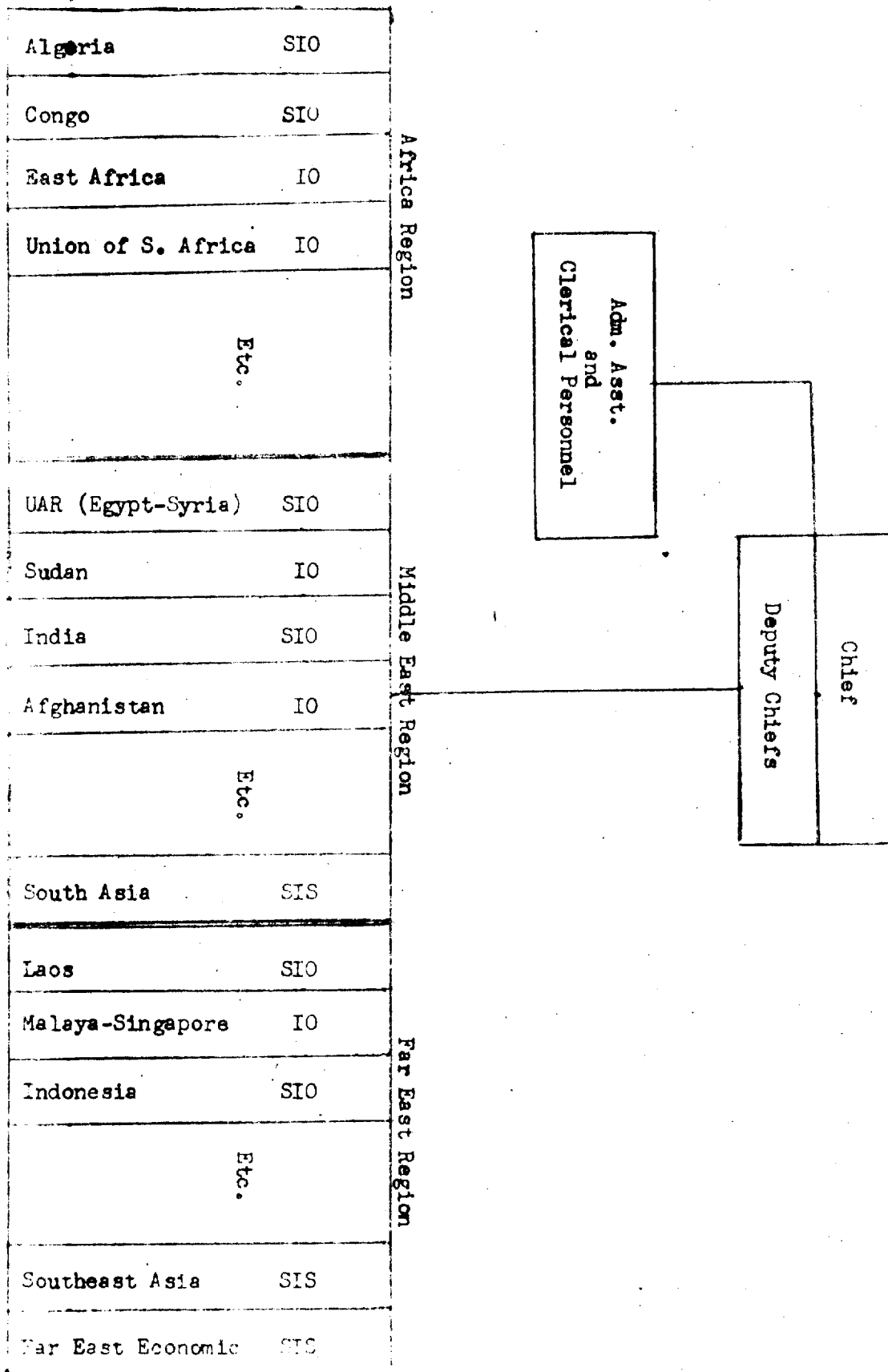


Chart

ASIA AFRICA AREA

CONFIDENTIAL

24 March 1961



The problem of making effective use of some of our most competent personnel returning from overseas duty makes it worthwhile taking a fresh look at the division of labor in the office (as it is found in the Free World Area).

The answer would not appear to lie in some office-wide organizational change since the problem is a spotty one, found here and there, but not generally throughout the office. Also we should view our abundance of competent personnel in some areas--Japan, Southeast Asia, and South Asia--as a plus factor enabling us to increase our productivity.

We are considering suitable assignments for returning individuals of Branch Chief standing, either having already served in this capacity, or having attained comparable grade. They should not require direct close supervision. What kind of assignment can they be given if they are not to be put back in their former Branch Chief jobs?

Our division of work in the office is almost entirely on a regional or subject basis. We lay out small areas of specialization, usually a country or a subject topic within a country. The person given one of these special fields for an assignment is at once analyst, briefer, writer of daily bulletin and digest items, detector of indications, requirements officer, writer of weekly articles, compiler of special projects, etc. Some of our very competent personnel are extremely versatile and do all these things well; but even the best have their bad days. The average analyst is strong on some aspects of the job and weak on others. In a bush branch his life is very hectic, since he often finds himself confronted simultaneously with two or more production tasks.

22 May '61

Good writers are harder to come by than good analysts. A writer needs some special aptitude, to start with, and lots of steady activity to keep up his competence. It seems worth considering that our office try to develop some writers (I am thinking in particular about our weekly-type production.) In our work, where substance is so important, a writer's activity should be confined to a single region (about Branch size).

Such a writer for the weekly--call him a Senior Intelligence Officer, Senior Specialist or what you will--could probably handle other jobs--special projects, briefings, preparation of cables, etc. His activity pattern would be a succession of projects, not directly related to the latest incoming report. His work would be current, but not in a minute-to-minute, hour-to-hour sense. A great deal of the material he used would be already processed--summarized and evaluated in our daily publications. Of course as the deadline for the completion of a project approached, he would have to check for last minute changes. He would not, however, work with his eye constantly on the "IN" box, or his ear to the phone for the latest "hot" tip from the SIDO.

The scope of his assignment would partly depend on the capabilities and interests of the individual. The essential thing would be to make sure that his assignment involved fairly steady and regular production activity.

It would seem desirable therefore to be on the lookout for effective writers who could handle weekly and other non-daily production for some or all of a region corresponding with the coverage of a Branch. Such a person would be essentially an individual worker; he would do his own writing, rather than supervise the substantive production of others. He would not

be a subordinate of the Branch Chief for that region, nor would the latter in any sense be subject to his direction. They would consult with each other and discuss substance as equals with different functional assignments in the same field. Whatever supervision and control was required would be exercised by the Division Office.

How would this affect the Branch? It would lighten the work of the Branch, and enable attention to be concentrated on daily production. The Branch analyst would be less frequently diverted from his primary job--close following of the flow of incoming material, and preparation of immediate evaluations and daily articles--quick work, done in a short time, without interrupting him from watching for the next "hot" item. There would be a reduction in demands on him for weekly articles, special briefings or other special projects--longer term work which tends to take the analyst away from his in-box and daily production tasks.

Would the Branch Chief be less necessary than before? To me, the answer would seem to be no. In fact, it is difficult to imagine how the Office would function without the Branch Chief. He occupies a key position. In the Free World Area he is the supervisor of from three to nine individuals, a group not too large for one competent person to direct. His administrative tasks are quite light; however, most of his subordinates require some guidance and direction in their substantive work. The Branch Chief serves as a central point for communications, and he is constantly performing an essential function. If a Division Chief did not have the Branch Chief to work through, he would have to improvise such an intermediate supervisory officer.

Years ago our Far Eastern division was organized along lines which may be instructive. There were the three branches--JK, China and SE. Then, under the supervision of the Division leadership there was a staff of six, consisting of specialists in the following fields--military, economic, political, and the three regions (JK, China, and SE). The principal activity of these six was in drafting and discussing estimates; they had no part in daily work, unless their opinions were requested.

I am not urging that should establish political and military staff specialists; but the economic and the regional specialists are of some interest. The actual persons involved were: for SE and China, the Branch Chiefs were put in these staff jobs; while for JK the Staff job was filled by a senior analyst taken out of the Branch.

It might be added that these persons had no assistants other than two typists. They could draw on the Branches for support when needed, and this arrangement worked quite easily. But in drafting estimates and other special projects, they did their own writing.

**SECRET**

Chief, Plans Staff

7 July 1960

Chief, Asian African Division

Space in the New Building

1. Attached listing of Asian African Division personnel indicates that at this moment there are [REDACTED] present. With the return of [REDACTED] and the selection of an analyst for the Arab Branch (this has been authorized and we are in the process of interviewing) the actual firm figure stands at [REDACTED]. While expanding activities in Asia and Africa may require some additions to the AA Division, the only change in numbers foreseen in the near future is in the African Branch where the workload is increasing sharply. By the summer of 1961 we may be forced to add one more analyst. Accordingly, it is clear that space assignment for at least [REDACTED] persons in the AA Division is in order.

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2. My inspection of the plans for the new building suggests that a restudy and a reorganization of AA-assigned space is in order. I also believe a recheck of the actual square feet assigned to AA Division in comparison with other components within the Office may be in order.

25X1A

[REDACTED]

Attachment

**SECRET**